

# EXHIBIT D

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## Six Sigma

From Wikipedia, the free encyclopedia  
(Redirected from Six sigma)

*Not to be confused with Sigma 6.*


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The introduction to this article provides **insufficient context** for those unfamiliar with the subject matter.  
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# 6σ

The often used six sigma symbol.

 This section appears to **contradict** itself. Please see the discussion on the talk page.

**Six Sigma** is a business improvement methodology, originally developed by Motorola to systematically improve processes by eliminating defects.<sup>[1]</sup> Defects are defined as units that are not members of the intended population. The objective of Six Sigma is to deliver high performance, reliability, and value to the end customer. Since it was originally developed, Six Sigma has enjoyed wide popularity as an important element of many Total Quality Management (TQM) initiatives.

The process was pioneered by Bill Smith at Motorola in 1986<sup>[2]</sup> and was originally defined<sup>[3]</sup> as a metric for measuring defects and improving quality, and a methodology to reduce defect levels below 3.4 Defects Per (one) Million Opportunities (DPMO), or put another way, a methodology of controlling a process to the point of plus or minus six sigma (standard deviations) from a centerline (for a total span of twelve sigma). Six Sigma has now grown beyond defect control. It is now commonly used to obtain detailed information regarding customer, employee and shareholder demands and then using this information to improve process and product design.

Six Sigma is a registered service mark and trademark of Motorola, Inc.<sup>[4]</sup> Motorola has reported over US\$17 billion in savings<sup>[5]</sup> from Six Sigma as of 2006. In addition to Motorola, companies which also adopted six sigma methodologies early-on and continue to practice it today include Honeywell International (previously known as Allied Signal), Raytheon and General Electric (introduced by Jack Welch). The three companies have reportedly saved billions of dollars thanks to the aggressive implementation and daily practice of six sigma methodologies. <sup>[*citation needed*]</sup>